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# **Best Practice: Naval Acquisition Development Program (NADP)**



# Agenda

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- NADP Overview
- Key Program Relationships
- NADP Communication
- Recruiting
  - Hiring Demographics
  - NADP Wounded Warrior Program
  - Innovations
- Career Management
  - Metrics
  - Leadership Training
  - Highlights



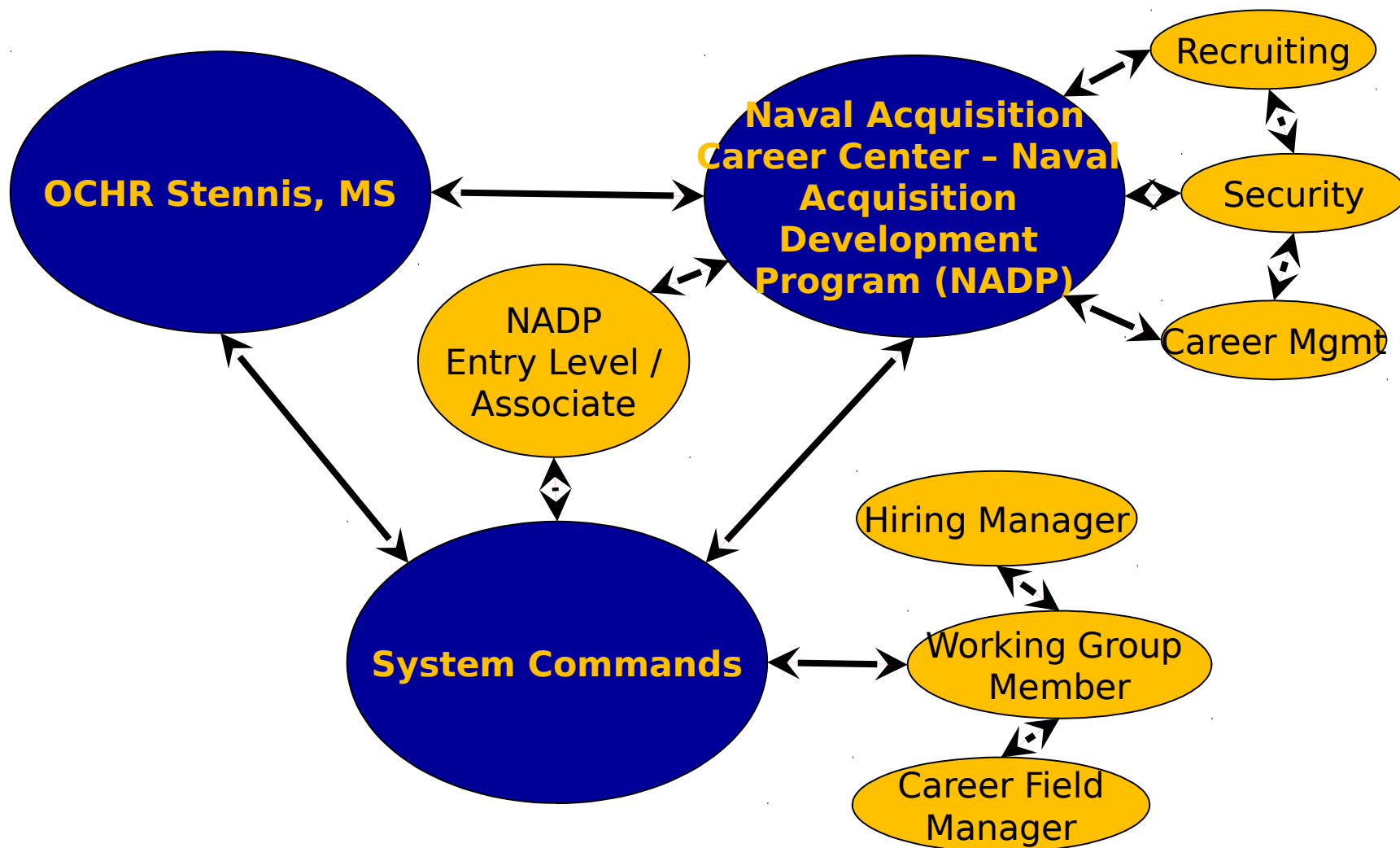
# NADP Overview

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- Largest centrally funded development program in the Department of Defense
  - Objective: Develop highly skilled professionals to the Journeyman level in order to meet projected Department of the Navy (DON) acquisition workforce requirements
- Hire ~1% of AWF annually (500) ... mixture of Entry Level and Associates ... includes Wounded Warriors
- Program census about 1,300 at 135 physical locations throughout CONUS, HI and Guam
- Program success ... Joint partnership ... NACC, Host Commands and OCHR
  - NACC – Centralized Hiring and Management
  - Host Commands – recruit, train and places NADP at program graduation
  - OCHR Stennis – Executes the hiring



# Key Program Relationships





# NADP Communication

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- Working Group established with our SYSCOM's as a single point of contact and conduit for changes, recommendations and feedback for program enhancements
- Operating Guide published as an exhaustive reference for all matters related to the NADP... available on-line  
<http://www.secnave.navy.mil/rda/workforce/Documents/NADPOperatingGuide.pdf>
- Quick Reference Guides provides answer to frequently asked program questions and published for CFM/Supervisor, Entry Level and Associate personnel
- Web Site hosted by SECNAV and features three principle areas: Applicants, NADP Employees and CFM/Supervisors
- NADP Recruiting Monthly Update created for all Working Group Members, Hiring Officials and stakeholders involved in NADP Recruiting and hiring efforts



# Hiring Demographics

	FY09	FY10	FY11***	FY12	FY13	FY14	FY15	FY16
# Hired	540	722	390	501	396	454	477	490
Average Age	30	29	32	32	32	33	32	29
Vets	80 (15%)	82 (11%)	162 (42%)	183 (37%)	166 (42%)	211 (46%)	153 (32%)	92 (19%)
Non Vets	460	640	228	318	230	243	324	398
*Tech	189 (35%)	296 (41%)	178 (46%)	305 (61%)	212 (54%)	238 (52%)	179 (36%)	199 (40%)
**Non Tech	351	426	212	196	184	216	298	291
Male	329 (61%)	444 (62%)	292 (75%)	368 (73%)	280 (71%)	326 (72%)	307 (64%)	320 (65%)
Female	211	276	98	133	116	128	170	170

\* Technical job series include 0020, 0180, 0800, 1320, 1515, 1550, 1750, 2210

\*\* Non Technical job series include 346, 343, 501, 1102

\*\*\*FCIP terminated



# Entry Level Hires by Career Field



	FY09		FY10		FY11		FY12		FY13		FY 14		FY15		FY16	
	Hire	%	Hire	%	Hire	%	Hire	%	Hire	%	Hire	%	Hire	%	Hire	%
ENG	126	23.3%	197	27.2%	148	37.9%	261	52.1%	171	43.2%	197	43.4%	124	26%	156	31.8%
LOG	101	18.7%	132	18.3%	85	21.8%	87	17.4%	50	12.6%	103	22.7%	88	18%	92	18.7%
FE	34	6.3%	63	8.7%	13	3.3%	3	0.6%	1	0.3%	2	0.4%	12	3%	12	2.4%
CON	222	41.1%	256	35.5%	116	29.7%	119	23.8%	110	27.8%	115	25.3%	203	43%	180	36.7%
BUS-FM	57	10.6%	50	6.9%	18	4.6%	16	3.2%	32	8.1%	22	4.8%	16	3%	22	4.5%
BUS-CE			24	3.3%	10	2.6%	9	1.8%	26	6.6%	9	2.0%	25	5%	18	3.7%
IT	-	-	-	-	-	-	6	1.2%	6	1.5%	6	1.3%	9	2%	10	2%
Total	540	-	722	-	390	-	501	-	396	-	454	-	477	-	490	



# Associate Hires by Career Field



	FY09		FY10		FY11		FY12		FY13		FY 14		FY15		FY16	
	Hire	%	Hire	%	Hire	%	Hire	%	Hire	%	Hire	%	Hire	%	Hire	%
ENG	76	55.5%	24	24.5%	33	32.4%	27	41.5%	14	41.2%	26	44.1%	19	35%	13	36.1%
LOG	9	6.6%	11	11.2%	12	11.8%	7	10.8%	6	17.6%	8	13.6%	13	13%	8	22.2%
FE	1	0.7%	9	9.2%	22	21.6%	5	7.7%	2	5.9%	5	8.5%	3	6%	3	8.3%
CON	26	19.0%	18	18.4%	2	2.0%	0	0.0%	1	2.9%	4	6.8%	5	9%	3	8.3%
BUS-FM	20	14.6%	7	7.1%	3	2.9%	2	3.1%	-	-	3	5.1%	3	6%	4	11.1%
BUS-CE		0.0%	4	4.1%	4	3.9%	7	10.8%	4	11.8%	7	11.9%	2	4%	2	5.5%
IT	2	1.5%	7	7.1%	10	9.8%	1	1.5%	3	8.8%	2	3.4%	-	-	1	2.8%
PM	3	2.2%	17	17.3%	13	12.7%	5	7.7%	1	2.9%	4	6.8%	6	11%	1	2.8%
T&E	-	-	1	1.0%	2	2.0%	6	9.2%	2	5.9%	-	-	2	4%	1	2.8%
PQM	-	-	-	-	1	1.0%	-	-	-	-	-	-	-	-	-	-
ATTY	-	-	-	-	-	-	5	7.7%	1	2.9%	-	-	1	2%	-	-
Total	137	-	98	-	102	-	65	-	34	-	59	-	54	-	36	-





# NADP Wounded Warrior

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- Objective: provide increased opportunity of full time employment and Acquisition career potential for Wounded Warriors.
- Key aspect: 30% or more disability rating, service connected, injuries received as direct result of armed conflict or instrumentality of war in line of duty during war time.
- Up to four year program for college and non-college grads.
- OPM qualification standard allows for hiring non-degree personnel based on general experience (346/501) at GS-5.
- Win-win for Navy and participant.
- Hired 121 NADP Wounded Warriors to date!



# Recruiting Innovations

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- **Expedited Hiring Authority 2015 Pilot:** Allows for name select after public announcement. **Result: Decrease in time for tentative job from 85 days to less than 2 days**
- **First 50:** Restricts number of applicants for job series with high a volume of applicants. Used by NACC/OCHR Stennis and later adopted as part of Operation Hiring Solution for the DoN in May 2015. **Result: Appreciable decrease in JOA's applicant population**
- **USA Hire Assessments:** Using OPM generated applicant assessment tool for hard to measure competencies in order to derive a better quality certificate. **Result: Early feedback very positive on applicant quality**
- **Accelerated Promotion for Engineers (GS-5/7):** Hiring incentive that allows a time in grade exception for Engineers to be promoted to GS-7/9 after 26 weeks. Expires June 2018. **Result: All GS-5/7 AWF Engineers will have this incentive available**
- **Certificate Sharing:** Allows for re-use of DE, EHA and Pathways Certificates of Eligibles for up to 180 calendar days from first issuance. **Result: with the advent of EHA P not widely used but successful when working certificates**



# Career Management Metrics



Attrition				
	Entry Level		Associate	
	Net*	Gross**	Net*	Gross**
FY09	2.32%	4.56%	0.00%	0.00%
FY10	1.99%	3.41%	0.44%	1.76%
FY11	2.95%	4.03%	3.90%	8.66%
FY12	3.49%	5.24%	0.60%	5.17%
FY13	3.08%	7.25%	4.31%	9.48%
FY14	3.26%	6.27%	2.12%	6.38%
FY15	2.34%	6.43%	3.63%	12.73%
Average	3.21%	4.88%	2.14%	6.31%

Graduation		
	Entry Level	Associate
FY09	265	0
FY10	271	0
FY11	391	90
FY12	587	120
FY13	541	95
FY14	376	56
FY15	354	33
Total	2785	394

\* Net attrition measured as Gross Attrition less transfers to other Navy, DoD and other federal agencies and disciplinary actions.

\*\*Gross attrition accounts for all program exits prior to graduation.



# Leadership Training

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- **Acquisition Initial Leadership Development (AILD)**

- **Mgmt class for all NADP EL's**

- **GOALS...**

- Understand preferred styles of leadership in individual and team settings
- Develop an awareness of individual leadership strengths, weaknesses, preferences, styles, and behaviors
- Experience a wide variety of leadership styles
- Identify and understand key traits that impact the organization's performance
- Determine strategies for implementing organizational change and transformation in the Navy acquisition and other cross-cultural environments
- Learn how to set attainable goals and develop practical strategies to reach them

- **Acquisition Journeyman Leadership Development (AJLD)**

- **Class for all other AWF members**

- **GOALS...**

- Strategic leader competencies as they relate to transformational leadership and changing organizations
- Baseline understanding of self, leadership concepts and skills
- Practical models for Transformational Leadership Skills, Critical Thinking, Emotional Intelligence, Fostering Teamwork, Conflict Management, Generational Differences
- Pre-course materials (Harvard Business Review articles, assessments and issue identification)
- Small and large group discussions, assessments, skill practices, video
- Interactive exercises including



# Career Management Highlights

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- **Master Development Plans (MDP)**
  - Provides the minimum education and proficiency levels required for a career field
  - Developed by the National Competency Chair.
  - Includes DAWIA Training, required competencies by DAWIA level, leadership training, rotational assignments, technical training, and senior projects
- **Rotational Assignments:**
  - Internal - familiarize the employee with how the organization works
  - External - introduce them to the full array of professional duties and disciplines that work together to support the Navy's mission.
- **DAWIA Certification:**
  - Level II required at graduation
  - Completes all Level I and II courses
  - Subsidiary certifications authorized once Level II certification attained
- **Advanced Education:**
  - Participants have the opportunity to work toward mandatory and desired college education while in the program
  - Acquisition Workforce Tuition Assistance Program (AWTAP) provides up to \$10,000 annually for five years to achieve educational goals



# Summary

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- In demand, best of breed and mature program delivering consistent results ... very scalable ... last ten years annual hiring ranged from 300 to 800+ ... 5,500+ hired
- Strategically focused and aligned under DoD, DoN efforts to improve the quality and professionalism of the AWF
- Win – Win for the warfighter and taxpayer!